



University of North Alabama

June 2022

Board of Trustees Strategic Plan Update

Theme One: Transformational Student Experience

Goal: Increase experiential learning opportunities for students (e.g. internships, education abroad, study away, preceptorships and simulations)

- Within the College of Business and Technology (COBT):
 - Job placement data shows the percentage of students with full-time jobs in their field of study:
 - Accounting and Business Law – 100%
 - Finance, Economics, and Data Analytics – 94%
 - Management and Marketing – 87%
 - Computer Science and Information Systems – 100%
- Within the College of Education and Human Sciences (COEHS):
 - 100% of all initial Teacher Education candidates (N=79), Kinesiology majors (N=42), and graduate Counselor Education/Clinical Mental Health Counseling and School Counseling majors (N=25), completed at least one experiential learning opportunity in the form of a site-based internship.
- Within the College of Arts, Sciences, and Engineering (CASE):
 - UNA finished 1st in the 2022 Southern Regional AIChE Chem-E-Car competition. Our talented team out ranked nine other universities including three SEC schools and Georgia Tech. With the victory, they will compete for the 4th consecutive year in the National competition.
 - Two CASE students were awarded prestigious international scholarships (one Fulbright award, and one Benjamin Gilman International scholarship).
 - Nearly 400 students participated in local, regional, and national internships/practicums, resulting in more than 125,000 hours of service.
- Within Anderson College of Nursing and Health Professions (ACONHP):
 - 100% of Bachelor of Science in Nursing (BSN) and RN to BSN graduates completed an experiential learning opportunity with a registered nurse in a practice setting.
 - 100% of Master of Science in Nursing (MSN) and Post-Master's Certificate (PMC) graduate students completed experiential learning opportunities in an appropriate practice setting.
 - 100% of traditional undergraduate BSN students completed a high-fidelity simulation.
 - 100% of MSN family nurse practitioner (FNP) students graduating in fall 2021 completed a high-fidelity simulation in which traditional BSN students served as standardized patients.
- Within the Office of Graduate and Online Education:
 - UNA Career Center

- Assisted 256 students complete 42,110 hours of experiential learning, including the facilitation of virtual internships when necessary due to the pandemic.
 - Conducted 10 face-to-face career fairs that were highly attended by students and prospective employers.
 - Reviewed 2,335 student resumes; held 634 individual career counseling appointments with students, face-to-face and virtually; and conducted 35 class presentations about career preparation and professional development.
- Within the Delores and Weldon Cole Honors College:
 - 100% of new Honors College students (190) participated in experiential learning, civic engagement, leadership development, and inclusion opportunities as part of the first year Honors Forum course.
 - Forty-three honors courses were offered during the 2021-2022 academic year.
 - The Honors College funded participation in Study Abroad for nineteen students for the summer of 2022.
 - Over 95% of graduates of the Delores and Weldon Cole Honors College are at work in their fields or attending graduate school in their discipline within the first year after graduation.
- Within the Office of International Affairs:
 - In collaboration with the International Programs and Offering Committee (IPO), the Education Abroad website and the Education Abroad scholarship application and award process were revised and updated. Ninety-six scholarships were awarded in spring 2022.
 - Launched Global Learning for All (GLA) and Collaborative Online International Learning (COIL) initiatives. Assisted three faculty members from College of Arts, Sciences, & Engineering and the Anderson College of Nursing & Health Professions to offer COIL classes in collaboration with UNA global partner school colleagues in France and Mexico. Twenty-eight students enrolled in the inaugural GLA classes in spring 2022.

Goal: Expand research opportunities for undergraduate and graduate students

- The College of Business and Technology (COBT) is home to the Center for Sports Analytics, a collaboration between the College of Business and the Athletics Department. Teams involved included women's and men's basketball, men's golf, cross country, football, women's soccer.
- The College of Education and Human Sciences had over 50 student-led research projects which resulted in student-authored publications and presentations, some of which were funded either internally or externally.
- 100% of BSN and MSN graduates completed a research project.
- Honors College students presented research at Scholar Day and the Three Minute Thesis Competition.

Theme Two: Academic Excellence and Innovation

Goal: Promote and support an innovative, student-centered academic experience at all levels and in all modalities

- Within the College of Business and Technology:
 - Executive Doctor of Business Administration program second cohort start January 2022 with 15 students.
 - BBA in Data Analytics launched (Fall 2021).
 - BBA in Innovation and Entrepreneurship has been approved for a Fall 2022 launch.

- Master in Health Administration has been approved through the Graduate Council at UNA for a spring 2023 launch (pending approval from the Board, ACHE, and SACSCOC).
- Within the College of Education and Human Sciences (COEHS):
 - The Ph.D. program added a new student in Spring 2022 to bring total enrollment to 10 in the program. The Ph.D. program also has its first doctoral candidate after a successful portfolio defense in the spring 2022 semester.
 - M.S. in Instructional Technology and Design was launched in August 2021 and as of April 2022 has an impressive enrollment (n = 43). The program is anticipating at least 10 new students for summer 2022.
- Within the College of Arts, Sciences and Engineering (CASE):
 - UNA's first Associate of Science degrees (Culinary Arts; Hospitality and Events Management; and Mechatronics) were approved by the Alabama Commission on Higher Education (ACHE).
 - CASE departments received approval for 3 new minors (Juvenile Justice, Law Enforcement, and Administration of Justice), 3 new certificates (Mathematics; Advanced GIS; Restorative Justice), and 1 micro-credential (Hospitality and Events Management) in spring 2022.
 - Faculty in the Department of Communication and Department of Foreign Languages have been selected to participate in fall 2022 Collaborative Online International Learning (COIL) courses in partnership with Université de Lorraine in France.
 - The College of Arts, Sciences, and Engineering (CASE) provided professional development to 22 high school teachers as part of UNA's Early College Program.
- Within Anderson College of Nursing and Health Professions:
 - Pass rates:
 - Undergraduate BSN: The 2021 NCLEX first attempt pass rate was 94.34%. The Alabama Board of Nursing requires a three-year rolling average of at least 80% or higher. The UNA three-year (2019-2021) rolling average is 95.57%.
 - MSN Family Nurse Practitioner 2021 graduates achieved a pass rate of 96.94%
 - MSN-Post-master's certificate (PMC) 2021 graduates achieved a pass rate of 96.94%.
- Within the Office of Graduate and Online Education:
 - Graduate student enrollment grew 12% YOY, and UNA achieved a new enrollment record of 2,530 graduate students.
 - Online student enrollment grew 15% YOY, and UNA achieved a new enrollment record of 2,392 online students.
 - Learning agreement employee enrollment increased 39%, and UNA achieved a new partner employee enrollment record of 665 students.
 - Summer session enrollment increased 4% YOY, and UNA achieved a new summer enrollment record of 4,343 students.
 - Early College student enrollment increased 153% YOY, and UNA achieved a new Early College enrollment record of 692 students.
 - University achieved record enrollment for fall (N= 8,832) and spring (N=8,061).
 - The University Success Center provided the following student support services, face-to-face and virtually:
 - Center for Writing Excellence held 1475 consulting sessions.
 - Mathematics Learning Center held 227 tutoring sessions.
 - Collaborated with other offices on campus to submit a request to revise UNA's Program Participation Agreement with the U.S. Department of Education, and

UNA became the first university in the state to award federal financial aid for micro-credentials and post-master's certificates that lead to gainful employment.

Goal: Increase technology integration to improve and enhance student learning

- All BBA students must now take a required class in Coding (CS101) as part of their requirements for the BBA degree.
- Sixteen College of Arts, Sciences, and Engineering (CASE) faculty developed courses during the spring semester as part of the University's Open Education Resources (OER) initiative to replace traditional high-cost textbooks and course materials, saving students almost \$450,000 per year with this initiative.
- CASE faculty developed the first three OER textbooks that are published in UNA's Digital Press.
- Within the College of Arts, Sciences, and Engineering (CASE), faculty developed 9 new courses through Educational Technology Services' (ETS) Quality Matters Program.
- ACONHP will implement the Apple iPad initiative in fall 2023 with first level nursing students.
- Collier Library has developed an app strategy approach toward resource discovery. For the first time, users are able to download apps and browser extensions that showcase resources in any digital environment. More info [here](#).
- OER savings for students has surpassed \$500,000, alleviating a tremendous amount of textbook cost burden. Collier Library debuted the [Digital Press at Collier Library](#) in April as a publication platform for OER books created by our faculty, staff, and students. This gives us the unique opportunity to publish textbook cost replacements internally.
- Along those lines, we migrated our institutional repository to an open platform in December and rebranded it the [Repository of Open Access Research](#). It has over 2,500 research items created by faculty, staff, and students that the University of North Alabama.
- 78.1% of all students took at least one online course during Spring 2022.
- 30% of all UNA students are currently pursuing degrees online.
- 45 states are represented by UNA's online students.
- 36 countries are represented by UNA's online students.
- Implemented VMock software. VMock is a 24/7 online resume review tool that leverages data science, machine learning, and natural language processing to provide instant personalized feedback on resumes based on criteria gathered from employers and UNA community standards.
- Implemented a proactive texting technology that uses conversational AI to engage and support students via text message. "LeoBot" connects students with individualized resources for success and strives to improve the student experience through four lenses: academic, engagement, financial, and well-being. AI powered chatbot, similar to Siri, that can answer basic questions for students 24/7, as well as refer students to the right university personnel and resources.
 - Student Opt-in rate is 96%
 - 69% of our students are actively engaged with LeoBot.
 - LeoBot received 40,636 texts from students this year
 - LeoBot shared resources with students based on their specific needs over 7,300 times
- Implemented Tutor.com, which is an online tutoring company that offers on-demand and scheduled tutoring. Students can connect with live tutors within seconds of their on-demand tutoring requests, 24/7, in over 250 subject areas.
 - Number of unique students who received tutoring - 603
 - Number of unique tutoring sessions – 2,892

- Number of subjects where tutoring was received - 94
- Number of hours tutored – 1,491.28
- Satisfaction rate – 98%

Theme Three: Diversity and Inclusion

Goal: Embrace a broad definition of diversity that fosters a culture of respect for all

- Within the College of Business and Technology (COBT):
 - COBT has created a Diversity and Inclusion Badge for students who participate in activities related to these themes.
 - COBT worked with community leaders to sponsor the Black Business Expo in fall 2022. Over 100 black-owned businesses benefitted from this event and the training sessions delivered by COBT faculty.
- Within the College of Education and Human Sciences (COEHS):
 - The COEHS continues to offer a diversity badge in collaboration with the Mitchell-West Center for Social Inclusion.
 - Educator preparation programs partnered with the UNA Mitchell-West Center for Social Inclusion to offer undergraduate and graduate education majors workshops supporting diversity and inclusion in the classroom each semester.
 - The Teaching, Learning and Leadership department hosted the annual Very Special Arts Festival. This event provides our elementary and secondary pre-service teachers an opportunity to learn more about diversity by creating accessible arts-based activities and engaging K-12 students with significant disabilities from special education classrooms within partner school districts.
 - Elementary/Early Childhood Education/and Collaborative students participated in Camp Courage. Students served as camp counselors for students who are blind and deaf.
- Within the College of Arts, Sciences and Engineering (CASE):
 - Pending SACSCOC approval, CASE will begin offering a Certificate in Restorative Justice to on-campus students and incarcerated students at Limestone Correctional Facility using the Inside-Out program model.
 - The Department of Psychology and Sociology developed a new General Education course, PY/SO 250 – Sociocultural Perspectives on Diversity that will be offered beginning in Fall 2022.
 - CASE continued to lead the Year of the UNA Woman commemoration contributing to events, including: the new Collier Library Mural, the Rachel Wammack Concert, the School of the Arts (SOTA) Showcase led by the Department of Entertainment Industry, Department of Music, Department of Visual Arts and Design and the Department of History.
- Within Anderson College of Nursing and Health Professions (ACONHP):
 - Implemented 122 simulated clinical events with pre-licensure nursing students, 32 of which specifically focused on DEI concerns.
 - The Student Nursing Association (SNA) hosted monthly meetings and other dedicated events such as International Education week and Diversity Education week. Approximately 15-35 students participated in each event.
 - Organized and supervised 929 clinical experiences for pre-licensure BSN students with 64 community partners.
 - Initiated and managed 513 clinical placement partnerships for online MSN and post-licensure BSN students across 12 states.
- Within the Division of Diversity, Equity and Inclusion (DDEI):

- Provided professional development opportunities for faculty and staff on the following: Inclusive Language, Diversity in the Classroom, Civility, etc.
- Partnering with colleges and departments (both academic and non-academic) to create diversity and inclusion action plans
- In collaboration with the College of Arts, Sciences, and Engineering (CASE) and the Department of Psychology and Sociology, the division is developing a Diversity Course (3-credit hour) that will be added to the General Education Curriculum, which the division plans to launch Fall 2022
- The division hosted Diversity Education Week during Spring 2022
- Within the Office of International Affairs:
 - Hosted and co-hosted cultural events that bring domestic and international students together to celebrate international cultural events such as Grill and Greet, Travel with Me series (featuring Bangladesh, Ghana, Myanmar, Nigeria US), Dia de Los Muertos, Mid-Autumn Festival, Diwali, Lunar New Year, Japanese Spring Festival, Holi, and Uzbek Education and Culture.
 - Hosted the annual International Education Week and Passport to the World which are well attended by UNA students, local school children and members of the Shoals community.

Goal: Increase diversity among students, faculty and staff using strategic recruitment and retention initiatives

- Within Anderson College of Nursing and Health Professions:
 - Held 19 mentoring and training sessions for the success of the new faculty.
 - Faculty and students organized a Community Baby Shower and Sibling Boot Camp in spring 2022 with assistance from two local hospitals and two community volunteer organizations. Fifty-nine expectant mothers attended the event, along with siblings and support persons. There were 19 siblings who participated in the sibling boot camp. Over 100 participants attended the event.
 - Faculty, students, and community volunteers hosted 8 monthly Respite Care events for children with special needs. The total number of participants at these events was 403.
 - Organized “All Access Day” with the Division of Diversity Equity and Inclusion. High school juniors and seniors were recruited to this event. Specifically, students who are 1st generation college students and minority student were invited to attend. The event was attended by 131 high school students, many of whom are interested in a nursing career.
 - Arranged a breakfast workshop on the topics of professionalism and civility, which was presented and hosted by the Office of Diversity, Equity, and Inclusion. Pre-licensure BSN students, ACONHP faculty, staff were in attendance. The total number of participants was 219.
- Within the Division of Diversity, Equity, and Inclusion (DDEI):
 - The University brought in a diverse cohort of new faculty members in the 2021-2022 academic year. This includes strategic diversity hires in Respiratory Therapy, Chemistry, English, Criminal Justice, Management, Social Work, Biology, and several other disciplines.
 - The division provided presentations on diversity, equity, and inclusion to new faculty and staff
 - Thanks to a generous donation the division was able to endow the Presidential Mentors Academy program. The program will continue to provide leadership development, peer-to-peer mentoring, educational experiences for cultural exploration and appreciation, and faculty/staff mentorship in perpetuity

- Spring 2022 the division hosted Access Day, which was designed to attract and recruit prospective students from underrepresented student populations. 131 students participated.
- Within the Office of International Affairs:
 - The Office of International Affairs recruited and served a recent record on-campus international students of over 400 from 50 countries. These students bring much value-added diversity of international cultures, diversity of thought, and diversity of perspectives and experiences.

Goal: Establish and support the Mitchell-West Center for Social Inclusion to serve as a campus and community hub for diversity and inclusion

- The COBT developed the workplace inclusion certificate program in partnership with UNA's Center for Learning and Professional Development
- The Mitchell-West Center for Social Inclusion:
 - Co-sponsored and organized 26 campus events and programs that provide education around a broad definition of diversity, promote inclusive practices, and encourage student engagement and service opportunities.
 - Sponsored or led 13 trainings on campus or in the community on diversity and inclusion. Highlights include:
 - Co-sponsored and organized 3 international-focused events in partnership with the Office of International Affairs
 - Organized 3 exhibits for Collier Library
 - Was awarded a grant to support first-generation students' mental health and an end-of-year reception for the first-generation mentoring program from the Alpha Kappa Delta Sociology Honor Society

Theme Four: Financial Sustainability

Goal: Invest in strategic capital and deferred maintenance projects to better support the student experience

- Within the College of Business and Technology:
 - College Street facility
 - Renovation is scheduled to be completed in July 2022. The UNA Small Business Development Center has already moved into this facility.
 - The new Computing and Mathematics building had its groundbreaking ceremony.
 - Signed a lease for North Alabama @ Bridge Street, UNA's first location in the Huntsville market.
- The College of Arts, Sciences and Engineering (CASE) completed the construction of the InLine Lighting Lab in the Connie D. McKinney Center to support programs in the Department of Visual Arts and Design.
- The Office of Graduate and Online Education renovated the first floor of Gunn University Commons to create an open concept design in order to promote more student engagement in the space as well as accommodate for the relocation of the UNA One Stop and Mane Card units.

Goal: Diversify and pursue public and private funding strategies to support the University and its students

- The Office of Graduate and Online Education:
 - Collaborated with the University of Tennessee-Martin and Mississippi University for Women to develop a grant proposal for the NSF Louis Stokes Alliances for Minority Participation (LSAMP) program that proposes a tri-state alliance between our institutions with the goal of

increasing the number of STEM baccalaureate degrees awarded to population historically underrepresented in STEM disciplines and diversify the nation's STEM workforce.

- Collaborated with the UNA Career Center to administer the Workforce Opportunity for Rural Communities (WORC) grant, which provides \$1.1 million in financial support to 54 BSN students and 16 BBA students. Awardees are required to work in their fields while pursuing their degrees in order to close employment gaps while upskilling the workforce. The grant is scheduled to end on 9/30/2022.

Theme Five: Institutional Identity

Goal: Pursue a cohesive and shared institutional identity focused on student learning and engagement - locally, regionally, and globally

Goal: Craft and implement a comprehensive marketing strategy with appropriate resources

- Within the College of Business and Technology:
 - #1 Business School in Alabama for 2021 by Intelligent.
 - #9 Best Executive MBA in the nation by Great Business Schools.
 - #12 Best Online EMBA in the nation by College Consensus.
 - #5 Best Online MBA in Global Business for 2021 by Best Value Schools.
 - #2 Best MBA in International Business for 2021.
 - Largest MBA program in Alabama for the 6th straight year, as reported by Birmingham Business Journal.
- Within the College of Education and Human Sciences (COEHS):
 - The Ph.D. in Exercise Science and Health Promotion had a successful site visit from SACSCOC in March. The site visit resulted in approval of the program with no contingencies.
- Within the Office of Graduate and Online Education:
 - The UNA online student population has grown 154% over the past five years.
 - 11% increase in graduate students taking only online courses from spring 2021 to spring 2022
 - Record spring enrollment of 8,061 for spring 2022, a 6% increase over spring 2021, facilitated the signing of over a dozen new learning agreements with corporate, nonprofit, and government agencies, which provide a tuition scholarship to UNA as a benefit to employees. New university partners include:

▪ Cherokee Nation	390,000 members and employees
▪ Chartwells and Compass Group	280,000 employees
▪ Follett Corporation	15,000 employees
▪ DURA Automotive	1,800 employees
▪ COLSA Corporation	1,700 employees
 - Facilitated the signing of 8 new learning agreements with regional and state school districts in order to allow UNA to offer dual enrollment and increase participation in the UNA Early College Program.
- Within the Delores and Weldon Cole Honors College:
 - The Cole Honors College grew from an enrollment of 540 in fall 2020 to 630 in fall 2021.
 - Applications for fall 2022 are 22% ahead of the previous year.
 - Honors College enrollment is projected to reach 700 in 2022, placing it well over 10% of the undergraduate population.

Goal: Develop prominent academic programs with national and international recognition at the graduate and undergraduate levels, in all modalities.

- The Office of International Affairs:

- Has made great strides in the past three years toward fulfilling UNA's global campus goal of having international students comprise 10% of the university's enrollment by Fall 2022.
- Received the approval from the Chinese Ministry of Education to launch the Guizhou University-University of North Alabama International College of Engineering Technology in China and the double bachelor degree in Early Childhood Education in Guangzhou.
- Launched four double bachelor programs and one double master program with partner universities in China. These programs are expected to increase UNA international enrollment by 430 students each year starting fall 2022.
- Established 24 global partnerships with universities in the Bahamas, Cameroon, China, France, Greece, Guatemala, India, Korea, Mexico, Myanmar, Sri Lanka, Taiwan, Uzbekistan, and Vietnam.